



COMMUNICATIONS PLAN FIRE FACILITIES AND EMERGENCY RESPONSE LEVY PROGRAM

**City of Seattle
Fleets and Facilities Department**

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Vision

The citizens of Seattle showed a clear commitment to public safety and emergency preparedness when they overwhelmingly passed the Fire Facilities and Emergency Response Levy in November of 2003. The Levy Program has given the City the tools it needs to strengthen fire and emergency response throughout Seattle.

This Levy is an historic opportunity to upgrade and renovate neighborhood fire stations to meet modern firefighting safety standards. The nine-year plan includes the construction of two new fireboats to improve marine coverage on freshwater and saltwater. It also provides additional disaster response capabilities through emergency supply caches, a new Joint Training Facility and a new Emergency Operations Center.

Through the Levy Program, City Leaders have found a way to better prepare the community for all types of emergencies and address the changing needs of the Fire Department.

Program Implementation

The Fleets and Facilities Department will oversee and manage the Capital Programs for the Fire and Emergency Response Levy. The Seattle Fire Department will provide the operational expertise and serve as liaisons to fire station neighbors and the community.

Foundations

The City of Seattle has provided firefighting services to its citizens since the late nineteenth century. On October 17, 1889, four months after the “Great Seattle Fire,” the Seattle City Council passed Ordinance 1212, which created the Fire Department from what had previously been a volunteer brigade. As Seattle’s population grew from 1889 to 1919, the City significantly expanded the number of fire stations to respond to growing demand. Many stations from that era were either retired or converted to other uses, and only Fire Station 2 in Belltown (1918) is still in service.

Today a total of 33 neighborhood stations serve 91 square miles of urban landscape. The Seattle Fire Department also added two fireboats that provide fire suppression and salvage and rescue operations on 193 miles of waterfront.

The Fire Service has changed dramatically over the years, with the introduction of new technology, emergency medical services and a changing work force. Once, fire stations needed to accommodate only horse-drawn apparatus and crews. Now, some also house apparatus for other emergency services—such as medical, hazardous materials response, marine, technical rescue and sophisticated communication equipment.

Adding emergency medical response required specialized apparatus to hold medical gear and supplies, and stations grew accordingly. Later, when female firefighters joined the department, crew areas also had to be remodeled.

In the last 15 years, the City has not significantly expanded or renovated any of its fire stations or fireboats to keep current with modern seismic codes, facility design, or new technical and safety requirements. This led City leaders to put together a levy package designed to give the Department the facilities needed to meet today’s demands on a modern Fire Department and keep the citizens of Seattle safe.

In November of 2003, the citizens of Seattle demonstrated their support for the Fire Department by passing the Fire Facilities and Emergency Response Levy with a 69% yes vote.

Over the next seven years, this program will use \$197 million in levy and other funding to

- upgrade, renovate, or replace 32 neighborhood fire stations;
- construct a new training facility and upgrade the Fire Department’s Fire Alarm Center;
- establish emergency preparedness facilities and disaster response equipment that includes a modern, seismically safe Emergency

Operations Center, emergency community supplies, emergency shelter power generators, and emergency water supply capacity for fire fighting in the event the City's fire hydrants are disabled;

- build a new, large fire boat, a rehabilitated and enhanced *Chief Seattle* fireboat, and a new small fire boat.

Goals and Objectives

The Fire Facilities and Emergency Response Levy Program will help ensure that

- Seattle will be home to the best fire facility and emergency response system in the country.
- The city's fire facilities and emergency response operations will be able to withstand major earthquakes and other disasters and ensure rapid response to save lives and protect property.

Key Challenges

City staff will face significant challenges as they work to meet the goals and objectives outlined in this communications master plan. Recognizing each of these challenges and developing ways to address them will help keep the levy program on schedule.

Managing Expectations

Citizens and firefighters understand the scope, budget, and constraints of the levy program, so they know from the beginning what they can realistically expect. Communicating clearly and responding to public comment respectfully is key to managing expectations.

For example, the levy program budget is based on the assumption that stations that are replaced will be sold, with proceeds returned to the levy program. Addressing this issue early and in a matter-of-fact manner will help the public understand why their old station cannot be used for a community center.

Public Safety

Public Safety considerations – such as response time – will take precedence in siting facilities. This plan recognizes the need to involve the community early and often in this process while ensuring that public safety remains the highest priority for the City and its emergency services.

In addition, it is important to help the public understand that emergency response facilities – unlike parks and libraries – are not open public buildings used exclusively for the education or entertainment of the public. Fire stations are facilities built for the primary purpose of saving lives and protecting property.

Schedule and Budget

Communication and public involvement must begin early in the process to build support for each project and keep the program on schedule.

Response Capability

Maintaining response times for firefighting and emergency medical service during construction will be a challenge, especially because in many cases, the fire station will be moved to an interim location.

Siting New Fire Stations

Citizens who are used to having a fire station next door may be upset about plans to rebuild their station in a new location. Others who are faced with a fire station as a new neighbor may be concerned about potential noise and other impacts. It is vitally important that both groups receive clear, concise, and appropriate information early and often.

Land Acquisition Impacts

In some cases, purchase of property could displace residents or businesses. Communicating why displacement is necessary and providing information on the City's relocation policies will help citizens understand this issue.

Disseminating Accurate Information in a Timely and Accessible Manner

Use a variety of communication channels – the levy web site, mailers, community newspapers, and informed firefighters to make sure that all stakeholders are reached.

Enlisting Firefighters as Communicators

Citizens look up to and value their neighborhood firefighters and will likely turn to them for information about what will happen to their fire station. It is important to keep firefighters involved, informed and able to answer questions about the program.

Providing Easy Access to Information

Ensure that program information is available in a variety of locations and use a variety of communications channels.

Reaching Diverse Populations

Seattle has a wide range of diverse populations, and it is important to design outreach and public involvement efforts that can reach those populations.

Communications Goals and Objectives

- Initiate and maintain a program of two-way communication that results in widespread understanding of the project by all stakeholders.
- Keep firefighters informed and engaged throughout the program.
- Assure that the perspectives and concerns of stakeholders are heard by project leadership and taken into account in all activities.
- Honor the diversity of all audiences in all communication.
- Maintain positive relations between the Seattle Fire Department workforce and neighborhoods.
- Measure success of communications activities.

Measures of Success

- Citizens in affected neighborhoods are well informed enough to understand or accept the changes
- The City contacts all of those affected by a station relocation, initially the entire response area. For an expansion or renovation, those living or working nearby will be contacted.
- Citizens have an opportunity to be involved and provide feedback in a variety of ways – at meetings, by phone, by e-mail, by regular mail.
- Communication tools are designed to reach diverse audiences.
- Interpretation services and translations of informational materials into other languages are provided.
- Neighborhoods are given advance notice of fire station project construction activities and a project contact so they can receive additional information and voice concerns regarding the project.

Stakeholders/Audiences

Directly Impacted

- Nearby property owners and tenants
- For relocations, residents and businesses within each fire station's primary response area.
- Property owners within a one-mile radius of existing and potential fire stations sites
- Firefighters assigned to the station involved
- Neighborhood Associations/Community Councils
- District Councils
- Neighborhood Development Associations
- Fire Station 10 Citizens Advisory Panel

Identity

Development of an identity for the Fire Facilities and Emergency Response Levy Program will help ensure that all communication is consistent. Components of this identity will be incorporated into every element of the public involvement program, including community meetings, informational material, and media relations.

Emergency response facilities are not open public buildings used exclusively for the education or entertainment of the public. Fire stations are facilities built to support firefighters in their responsibility for saving lives and protecting property. The identity should reflect the seriousness of fire and emergency response and the tremendous attachment citizens have for their neighborhood fire stations.

Key Messages

Develop a statement that provides for a consistent understanding about why the City has undertaken the Fire Facilities and Emergency Response Levy Program and how citizens will benefit from it. Citizens need to be reminded of the levy they approved, its overall mission, and then be given specific information about how it will affect their lives and property.

1. Providing for public safety is one of the City of Seattle's biggest responsibilities. The program will help the City better serve and protect lives and property.
2. Many current fire facilities cannot withstand major earthquakes and must be updated to ensure the safety of firefighters and their ability to respond in the event of a major disaster.
3. Priorities for implementing the voter-approved fire facilities levy program are to:
 - ensure quick Seattle Fire Department response times,
 - construct and maintain safe, functional and state-of-the-art buildings for our firefighters; and
 - ensure the City's fire facilities can withstand major earthquakes and other disasters and be available to serve the community.
4. Each neighborhood is unique and the City will work to recognize the special characteristics of our communities. The project will actively seek input and involve each of the neighborhoods impacted by changes to their local fire station.
5. The City recognizes the importance of gaining community acceptance of the changes they can expect to see with their neighborhood fire stations.
6. These messages will be used in all communication; each program element will have its own set of unique messages that address specific neighborhood issues.

Inreach Strategy

Seattle's Fire Department (SFD) personnel are one of the key audiences for both receiving and disseminating information about the program. The public sees SFD personnel – especially their neighborhood firefighters – as experts in public safety, so their credibility with the public is key to the success of this program. To build upon and maintain that credibility the following actions should be taken.

The inreach strategy will use firefighters as the operational experts on the project development team and involve them in the design of their specific fire stations.

Prior to architect selection, each station will select two user representatives. Their primary objective will be to work with their members, the architects, project manager and Fire Levy Liaison. Working with the site that has been selected and the room/program templates found in the Fire Facilities Framework manual, these fire station representatives will gather input from the other members of that station on the best layout on the site for the station, the best apparatus response, the best operational adjacencies (which rooms should be next to each other), and other station-specific operational needs. The station representatives will continue to work with and provide input to the design team, project manager, and Fire Levy Liaison throughout program and design development.

In addition, both the Fire Department and Fleets and Facilities will work with the station representatives to communicate regularly with affected firefighters, provide project updates, and discuss the logistics of interim location.

Suggested Actions

- Make the levy program an agenda item at regularly scheduled staff meetings.
- Include a timeline and update section in regular Fire Department internal publications and/or email newsletters.
- Provide all fire stations with printed materials about the program and specific brochures/newsletters about schedules for individual station changes.
- Provide everyone in the Fire Department with an organizational chart of who is responsible for each phase of their station changes.
- Provide on-call services for individual fire station personnel who have questions or need quick information.
- Provide firefighters an internal channel to express their personal opinions and concerns.
- Communicate regularly with SFD senior management and department heads.
- Include Fire Department personnel in planning for all outreach activities – e.g. public meetings.

Outreach Strategy

The levy program should provide a variety of informational materials to the public: brochures and/or fact sheets about the overall levy program and fact sheets on each phase of individual station projects.

Objectives

Communications materials should be well-written and carefully designed to meet the information needs of those affected and/or interested in the levy program. They should be suitable for diverse audiences and provide consistent and reliable information.

Feedback

Provide regular feedback to the public on progress of each project and how their feedback has been addressed.

Engage and Inform Using a Variety of Tools

Use a variety of tools, including informational materials; community workshops, open houses and meetings; a levy program web site; Seattle Municipal Television; news media; articles in newsletters of community organizations; and groundbreaking and ribbon-cutting ceremonies.

Role of Firefighters

Include firefighters in all events and community meetings. Keep them informed about project status so they can provide information to residents and businesses within their response area.

Diversity Outreach Strategy

Reaching diverse populations is a key goal of this communication plan. To engage diverse populations, the City will apply strategies that respect the culture and customs of diverse populations. For the purposes of this plan, populations addressed through the Americans with Disabilities Act are assumed to be included in all communication efforts.

In addition, specific emphasis will be placed on communication that:

- Targets hard-to-reach populations for whom traditional outreach methods may not fit their economic, social, language or cultural settings.
- Anticipates cultural and language barriers by using translation and interpretation services.
- Focuses more on grass-roots efforts to reach key audiences, rather than generalized communication.
- Employs the assets of the community to provide counsel to the City for specific targeted audiences.

Strategies for diversity outreach include:

- Evaluating specific language needs of impacted neighborhoods through data (census, school district, DON). The City will use existing data to determine the best languages for translation of documents or the need for interpreter services.
- Using existing community networks and City diversity outreach programs will add to the credibility of the Fire Facilities & Emergency Response Levy Program. These resources can be shared through intergovernmental exchange of ideas and information.
- Consult community leaders in each community about special diversity strategies that have been successfully employed in their neighborhoods.

Tools to Engage

Community Events

Community events mark project milestones and build and maintain public support. Meetings, workshops, and open houses are designed to engage. It is important to hold these events at a time that is convenient for the public – such as weekday evenings or on Saturdays. Thorough planning is critical to making these events successful. Those organizing the event should allow about six weeks to:

- pick a date that will not conflict with other community meetings or special events
- find and reserve space
- design, print, and mail notices
- ensure citizens are notified in a timely manner

Groundbreakings/Demolitions

- Create a sense of community and shared success by celebrating important project milestones and acknowledging the contributions of the community
- Introduce the community members and firefighters to the construction team

Ribbon-cutting ceremonies

Invite community members and firefighters to this event and include tours of the new facility.

Workshops

Hold workshops to involve the community in the design of their neighborhood fire station. Be clear about their level of involvement.

Formal Presentations

Develop a standard presentation on the project that can be used with all audiences. This presentation can be tailored to the specific audience but must contain the basic elements of priority messages about the project. Each site will have specific issues, but the overall theme and vision of the program must precede any presentation on the details of a specific topic

A presentation kit will accompany the presentation and will include feedback forms, evaluation forms and copies of the appropriate sections of the presentation for the audience to take with them.

Tools to Inform

Annual Progress Report

Develop and disseminate an annual progress report that details progress on levy projects – including communications activities – to the public, elected officials, and the media.

Brochures and Fact Sheets

Develop an overall brochure on the entire levy program and fact sheets for each phase of each project – land acquisition, design, construction, and interim relocations.

The Seattle Channel

Work with the City's television station to develop programming and regular coverage of the Fire Levy Program.

News Media

- Develop a calendar of events that would be interesting to media, including community newspapers and publications that target different ethnic groups.
- Cultivate beat reporters who cover public safety issues and keep them informed about the progress of the levy program.
- Send community calendar notices of community meetings and events.
- Develop a crisis communications plan

World Wide Web

Keep the levy program web site up-to-date. Include meeting notices and pictures showing construction progress. Include a feedback mechanism that the public and firefighters can use to express opinions, ask questions, and make suggestions.

Implementation

The first outreach activities will involve land acquisition, and an outline of the land acquisition communications follows. Once each station project begins, Fleets and Facilities will develop a communications and public involvement plan that is specific to the capital project and tailored to the needs of the surrounding community. Include project milestones such as:

- Architect selection
- Artist selection
- Selection of a temporary site that will house the station while construction is underway
- Design
- Construction
- Project management
- Occupancy
- Sale of property, if applicable.

Outreach Plan for Land Acquisition

Financing strategy for the levy program requires that all land be purchased in the first two years of the levy program, to ensure that the impact of inflation will be kept to a minimum. This includes land for those stations that will be built in new locations, rebuilt at their current sites or expanded on additional land at their current sites. The land acquisition process offers the first opportunity to inform the public about how the levy program will affect their neighborhoods

There are six relocation projects and three expansion projects. All will involve significant community outreach, but project type will determine the scope of that outreach.

Objectives

- To acquire property for the expansion or relocation of fire station levy projects that ensures a cost efficient use of taxpayer funds.
- To respect the involvement of the community in land acquisition when applicable.
- To encourage voluntary cooperation from sellers.
- To use condemnation procedures as a last resort.

Messages

1. Providing for public safety is one of the City of Seattle's most important jobs.
2. Priorities for implementing the voter-approved fire facilities levy are to:
 - ensure quick Seattle Fire Department response times,
 - construct and maintain safe, functional and state-of-the-art buildings for our fire fighters; and
 - ensure the City's fire facilities can withstand major earthquakes and other disasters and be available to serve the community
3. Each neighborhood is unique, and the City will work to recognize the special characteristics of our communities.
4. The City recognizes the importance of gaining community acceptance of the changes they can expect to see with their neighborhood fire stations.
5. The expansion and relocation of fire stations will be different from other public building projects. There are many public safety considerations that must be considered when choosing site locations. Response time and other operational issues will take a higher profile in these types of land acquisition decisions.
6. There may be a substantial lag between the time the property is acquired and the actual development of the new or expanded fire station. The City will make sure the property is well maintained and if applicable, develop a

- plan for interim management and communicate that information to affected neighbors.
7. The voter-approved program will use resources from the sale of some existing fire station property. Future uses of those buildings – especially historic properties – will be important, but getting the fair market value for the property will be a priority. One possible example would be the renovation of a fire station into residential and/or commercial development that maintains the historic integrity of the building and adds value to the neighborhood.
 8. The City hopes property owners will recognize their options under these policies to cooperate voluntarily in the land acquisition program. Using condemnation procedures will be the last choice for the City.
 9. The City's relocation policies will ensure fair and equitable treatment of property owners and their tenants to minimize hardships of displacement, seek cooperative settlements and avoid costly litigation.
 10. The City will seek community input during the design and construction phase.

Primary Audiences

Neighborhoods

- For relocations, residents and businesses in the fire station's primary response area.
- For expansions and renovations, nearby neighbors – owners/tenants
- Firefighters assigned to neighborhood station
- Community groups
- Neighborhood Associations/Community Councils
- District Councils
- Neighborhood Development Associations
- Local business owners
- Local Chambers

Media

Local neighborhood newspapers

Primary Messengers

- Seattle Fleets and Facilities Department: Real Estate Services and Levy Program Manager
- Seattle Fire Department

Relocation Projects

Before beginning site selection, Fleets and Facilities will inform everyone living or working in that station's response area that their neighborhood station will be rebuilt in a new location, using a set of site selection criteria. The most important

criterion will be meeting the Fire Department's operational needs and maintaining response times. Community members will be invited to a meeting to discuss site selection criteria.

Tasks for First Community Meetings

- Develop a list of potential dates, screen for conflicts with community meetings and special events at least six weeks before proposed meeting,
- Book space six weeks before meeting
- Work with mailing service to develop mailing list
- Design meeting notice, collateral materials, including land acquisition/project fact sheet, sign-in sheets, and comment cards
- Send notice to printer
- Book interpreters
- Send printed notice to mailing service
- Mail meeting notice
- Send out community calendar notices to media, including community newspapers
- Arrange for sound system and other audiovisual needs

Once the site has been identified and secured, the Fire Department will meet with firefighters from the station, and Fleets and Facilities will send notification of the site selection to all residents, businesses, community newspapers, and individuals who have asked to be placed on the project mailing list.

Expansion Projects

For stations that will be expanded or rebuilt at the same location, notify by mail all affected neighbors just before land is purchased. Schedule briefings for these affected neighbors if there are issues around interim management until the project actually begins. These briefings can take place at local community council meetings or at meetings set up by the project team.

Community Outreach for the Project Phase

Individual Station Projects

Each proposed station project is unique but they have similar challenges and opportunities that can provide a consistent format for communication. The following will serve as a guide or master plan for the primary categories of projects:

Relocate – those stations that require a new location within the response area and where the existing facility is sold for other uses.

Rebuild – those stations that require demolition and the reconstruction of a new facility on the existing and/or adjoining property.

Renovate – those stations that require upgrading within the existing property boundary or on adjoining property.

Relocation

The facilities (those in italics are historic) identified for relocation are:

Station 6 – Central

Station 10 – Pioneer Square

Station 20 – West Queen Anne

Station 22 – Roanoke

Station 37 – West Seattle/High Point

Station 38 – Ravenna/Bryant

The communications plan for each station project should be finalized after land acquisition and prior to the start of the project. A typical communications schedule for a relocation project is:

Month	Project Phase	Tasks
	Project Startup	<ul style="list-style-type: none"> • Develop Communication Plan and schedule • Finalize stakeholder and mailing list • Finalize media list • Meet with SFD personnel • Schedule open house • Prepare localized flyer and other collateral materials
	Pre-construction	<ul style="list-style-type: none"> • Produce and distribute fact sheet on disposition of existing station. • Identify design features available for public review
	Schematic Design	<ul style="list-style-type: none"> • Host workshop
	Design Development Contract bidding	<ul style="list-style-type: none"> • Produce and distribute fact sheet • Prepare for groundbreaking • Work with affected businesses on traffic/noise impacts
	Begin Construction	<ul style="list-style-type: none"> • Host groundbreaking ceremony • Produce and distribute fact sheet
	Close out	<ul style="list-style-type: none"> • Host ribbon cutting ceremony

Once ground has been broken, the contractor should place a sign at the site that includes project contact information and identifies the project as part of the Fire Facilities and Emergency Response Levy Program.

Rebuild on Existing Site

The facilities identified for rebuilding are:

Station 9 – Fremont
Station 21 – Greenwood
Station 30 – Mount Baker
Station 32 – West Seattle Junction
Station 35 – Crown Hill
Station 39 – Lake City

A typical communications schedule for a replacement project is:

Month	Phase	Communication Activity
	Project Startup	<ul style="list-style-type: none">• Develop Communication Plan and schedule• Finalize stakeholder and mailing list• Finalize media list• Meet with firefighters• Schedule open house• Prepare localized flyer/documents/maps
	Preconstruction	<ul style="list-style-type: none">• Produce and distribute fact sheet on temporary fire station location during replacement process.• Identify design features available for public review
	Schematic Design	<ul style="list-style-type: none">• Host workshop
	Design Development Contract bidding	<ul style="list-style-type: none">• Produce and distribute fact sheet• Prepare for groundbreaking• Work with affected businesses on traffic/noise impacts
	Begin Construction	<ul style="list-style-type: none">• Host groundbreaking ceremony• Produce and distribute fact sheet
	Closeout/Occupancy	<ul style="list-style-type: none">• Host ribbon cutting ceremony

Once ground has been broken, the contractor should place a sign at the site that includes project contact information and identifies the project as part of the Fire Facilities and Emergency Response Levy Program.

Renovate

The facilities identified for renovation (*italics=historic property*) are:

<i>Station 2 – Belltown</i>	Station 26 – South Park
Station 8 – Queen Anne	Station 27 – Georgetown
Station 11 – Highland Park	Station 28 – Rainier Valley
<i>Station 13 – Beacon Hill</i>	Station 29 – Admiral
<i>Station 14 – SoDo</i>	Station 31 – Northgate
<i>Station 16 – Green Lake</i>	Station 33 – Rainier Beach
<i>Station 17 – U District</i>	Station 34 – Madison Park
Station 18 – Ballard	Station 36 – Delridge/Harbor Island
Station 24 – Bitter Lake	Station 40 – Wedgwood
Station 25 – Capitol Hill	<i>Station 41 – Magnolia</i>

A typical communications schedule for a renovation project is:

Month	Project Phase	Communications Activity
	Project Startup	<ul style="list-style-type: none"> • Develop Communication Plan and schedule • Finalize stakeholder and mailing list • Finalize media list • Meet with SFD personnel • Schedule open house • Prepare localized flyer/documents/maps
	Pre-construction	<ul style="list-style-type: none"> • Produce and distribute fact Sheet on temporary fire station location during replacement process • Identify design features available for public review
	Schematic Design	<ul style="list-style-type: none"> • Host workshop
	Design Development	<ul style="list-style-type: none"> • Produce and distribute fact sheet
	Contract bidding	<ul style="list-style-type: none"> • Prepare for groundbreaking

- Work with affected businesses on traffic/noise impacts
- | | |
|--------------------|---|
| Begin Construction | <ul style="list-style-type: none"> • Host groundbreaking ceremony • Produce and distribute fact sheet |
| Closeout/occupancy | <ul style="list-style-type: none"> • Host ribbon cutting ceremony |

Once ground has been broken, the contractor should place a sign at the site that includes project contact information and identifies the project as part of the Fire Facilities and Emergency Response Levy Program.

Other Fire Facilities

Fire Alarm Center

The current Fire Alarm Center (FAC)

- has outgrown its current facility at Station 2
- and is vulnerable to damage in an earthquake. The FAC will move to a new facility to maximize the security of this critical function.

The Fire Alarm Center will move to a new site and be housed with a new Emergency Operations Center at the relocated Fire Station 10, which will be built outside the liquefaction zone on the block bounded by Yesler Way, Washington Street, Fourth Avenue and Fifth Avenue.

The new Fire Alarm Center will include a dispatch area; a server room and radio repair room; shift personnel support spaces; and administrative offices and support spaces. The FAC will be constructed to an “Essential Facility” standard and will have the capacity to operate for 72-hours under emergency conditions.

Project Schedule

February 2004	Program Development
April 2004	Design
August/September 2005	Bid Award and Start of Construction
April/May 2007	Occupancy

Outreach

Site selection for the Fire Alarm Center – which will be housed with the Emergency Operations Center and Fire Station 10, is complete. Outreach efforts will include:

- community meetings to review design elements for the entire Fire Station 10 Project
- staffing the Community Advisory Panel, which will advise the City on outreach and design issues
- holding a groundbreaking ceremony
- hosting a ribbon-cutting ceremony at project completion

Joint Training Facility

Currently, many City departments own and operate separate training facilities. A 2001 study commissioned by the City found that combining the training requirements of the Fire Department, Seattle Department of Transportation, and Seattle Public Utilities in a single facility would be more efficient and economical.

Even more important are the functional shortcomings of the Fire Department's existing training facilities. The Department currently has no efficient means of conducting drills for residential and commercial fires, high-rise fires, hazardous materials emergencies, high-angle rescues, and confined space rescues. Existing training activities take place at Station 14 in a facility that fails to meet the training standards set by the National Fire Protection Association. Finally, classes must travel to the State's Fire Training facility in North Bend to perform the annual live fire exercises required by the State and the Association.

The secure campus will consist of two buildings, a variety of training props, maintenance sheds, a small parking area and landscaping.

Classroom/Administration Building

The 26,000 sq. ft. classroom/administration building contains 4 classrooms, offices and work areas, shower and locker rooms, lunch/multi-purpose room and various support/storage areas. In addition, there is a physical fitness work out room.

Training Props

- The 7,200 sq. ft. fire apparatus/storage building replicates a non-residential operational fire station to provide training opportunities for SFD recruits.
- The six-story drill prop provides for staging and firefighting training in multi-story buildings. In addition, the prop can be used for maze training, search-

and-rescue, aerial rescue, climbing and rigging, ladder throwing, roof ventilation, and rope training for all three departments.

- The two-story burn building is a specialty prop outfitted with natural-gas (only) “fireplaces” that provides live fire training for recruits and firefighters. The building is designed for four fireplaces.
- The Emergency Vehicle Accident Prevention (EVAP) area is a 112,000 sq. ft. paved surface for heavy construction equipment and fire apparatus driver training for all departments.
- The collapsed building prop provides search-and-rescue and hazard deconstruction opportunities.
- The trench digging and rescue props provide opportunities to practice using heavy equipment in digging, shoring, trenching, pipe-laying, backfilling and rescue.
- The confined space prop provides a certified course where workers in all three departments can obtain or renew their certification for confined space training.
- The vehicle extrication and foam area is an area used to practice training with firefighting foam and removal of victims (dummies) from wrecked cars. This area is designed to contain broken glass and oil residue spilled as a result of the extrication activities and route the foam residue to the sanitary sewer system.

Project Schedule

Groundbreaking
Occupancy

August 2004
Early 2007

Outreach

Outreach efforts will include:

- posting progress photos on the Joint Training Facility web site
- ensuring regular communication with firefighters
- hosting a ribbon-cutting ceremony at project completion

Marine Program

Seattle currently operates two fireboats:

- the Chief Seattle, built in 1983 -- a 97-foot boat docked on Elliott Bay for primary response on saltwater and freshwater, with the capacity to pump 7,500 gallons of water per minute and 800 gallons of foam; and
- the Alki, built in 1928 -- a 123-foot boat currently docked on Lake Union for response on freshwater, with the capacity to pump 16,300 gallons of water per minute and 1,000 gallons of foam.

In 2002, following a number of significant marina fires, the Seattle Fire Department reviewed the adequacy of its marine equipment operations. The analysis showed that Seattle's fireboats should have greater pumping capacity; accommodate emergency medical services, rescue, salvage, environmental cleanup; and be able to pump water to land fires should water mains break during earthquakes or other disasters.

The City's two fireboats fall far short of the recommendations. The Chief Seattle has an aluminum hull, which can corrode in saltwater, and its pumps, engines, and systems need a major overhaul. The Alki is at least eight years beyond its useful life, has holes in its hull, and is beyond rehabilitation.

The marine program will:

- Build a new high performance large fire boat to replace the Chief Seattle as the City's primary saltwater firefighting vessel.
- Rehabilitate the Chief Seattle with upgraded systems, engines, and pumps so that it will be able to pump 10,000 gallons of water per minute and have the ability to reach an average top speed of 18 to 20 knots. The Chief Seattle will then replace the Alki as the City's primary freshwater fireboat. The overhaul should extend the Chief Seattle's service life by 20 years. The Alki will be retired from City service.
- Build a new small fire boat.

Project Schedule

Fast Attack Boat

Design	2004
Bid	2005
Construction	2005 – 2006
Training/Commiss.	March 2006

Large Platform Boat

Design	2004-2005
Bid	April-Aug. 2005
Construction	2005 -2006
Training/Commiss.	November 2006

Emergency Preparedness

Emergency Operations Center

The backbone of the City's emergency preparedness operations, the Emergency Operations Center (EOC) is currently located at Station 2 in Belltown. The Center is only 8,095 square feet and too small to carry out its mission. It is seismically vulnerable, technologically outdated, and vulnerable to flooding and building system failure. It also lacks adequate security features and modern air filtration systems for biological, chemical, and physical agents.

The new EOC will include an operations area and 24-hour duty room; media briefing room; media production facility; director and staff offices; library; conference and classroom; an interagency coordination room; an executive policy isolation room; and a radio communications center. The EOC will be constructed to an "Essential Facility" standard, and will have capability for 72-hour operations under emergency conditions.

The EOC will be housed with the Fire Alarm Center and Fire Station 10 in a new building on the block bounded by Yesler Way, Washington Street, Fourth Avenue and Fifth Avenue.

Project Schedule

Design	April 2004
Bid award	August 2005
Break ground	January 2006
Occupancy	December 2007

Outreach

Site selection for the EOC – which will be housed with the Fire Alarm Center and Fire Station 10 – is complete. Outreach efforts will include:

- community meetings to review design elements for the entire Fire Station 10 Project
- staffing the Community Advisory Panel, which will advise the City on outreach and design issues
- holding a groundbreaking
- holding a ribbon-cutting when the entire project is complete.

Emergency Water Supply for Fire Suppression

Following the Kobe earthquake in Japan, breaks in the water distribution system made it impossible to fight the 300 fires that broke out throughout the city. Currently, Seattle firefighters would face similar challenges in a disaster.

Existing fireboats stationed in Elliott Bay and Lake Union can pump water from a maximum of about 400 feet from the water's edge. Two hose wagons enable firefighters to provide an above-ground water main of approximately one mile in length. The city's drinking water reservoirs provide another resource; but pumping water directly from those sources would contaminate the water for drinking purposes – a significant concern in the aftermath of an earthquake or other disaster.

This program has several projects that will improve firefighters' ability to get water to where it is most needed. First, hardened hydrants able to withstand earthquakes will be installed at nine reservoirs and water storage tanks to provide easier access to water supplies and allow water to be drawn from a reservoir without contamination.

Fire engines will be equipped with new large diameter hose and more will be stockpiled in geographically strategic areas. These actions will increase firefighters' range when using water from reservoirs, lakes, or saltwater.

Project Schedule

Start date	2004
End date	2006

Emergency Power Supply

The Seattle Department of Parks and Recreation is charged with providing shelter space in the event of a disaster. The City has designated six of the City's community centers as shelter facilities: the Bitter Lake and Meadowbrook community centers in North Seattle, the Queen Anne and Garfield community centers in Central Seattle, and the Delridge and Rainier Beach community centers in South Seattle.

The City will purchase six trailer mounted generators and store them at three or four different sites throughout the City to be used to provide emergency power at the City's community shelters. Generators of this size can power the internal lighting systems and a number of specially wired outlets in the community centers. In addition, the Queen Anne and Rainier Beach community centers will be wired for transfer switches to accept portable power. This project will enable the City to build or procure supply storage units and install them in four

geographically strategic areas - Capitol Hill, Magnolia, West Seattle, and Lake City. Each unit will hold enough supplies for approximately 1,000 people. The City will also purchase the supplies for initially stocking the units, which may include cots, blankets, shelter kits, nurse kits, and emergency radios.

Project Schedule

Start date	2004
End date	2006

Emergency Disaster Supplies

This project will enable the City to build or procure supply storage units and install them in four geographically strategic areas around the city. Each unit will hold enough supplies for approximately 1,000 people. The City will also purchase the supplies for initially stocking the units.

Project Schedule

Start date	2004
End date	Second quarter 2006